Technology Investment Council

State of Delaware
Technology Investment Council Meeting Minutes
September 27, 2016

Technology Investment Council Member Attendees

Name	Title Organization	Attendance	Represented by
James Collins	Chief Information Officer Dept. of Technology and Information (DTI)	Present	
Mike Morton	Controller General State of Delaware	Present	
Brian Maxwell	Director Office of Management & Budget (OMB)	Excused	Dean Stotler
Steven Godowsky	Secretary Department of Education (DOE)	Excused	David Blowman
Leo E. Strine, Jr.	Chief Justice State of Delaware	Excused	Dale Matthews
Dan Grim	Chief Technology Officer University of Delaware	Present	
Ed Krupka	Chief Information Officer Burris Logistics	Present	
Glenn Tascione	Senior Vice President PNC Bank	Present	

Call to Order
Chief Information Officer (CIO), James Collins called the September 27, 2016 TIC meeting to order at approximately 9:06 am.

Welcome
TIC council member's attendance was noted, as shown in the above table. Others in attendance included Department of Technology & Information (DTI) Senior Staff and Managers, and employees from other state agencies including the Department of Finance, Office of Management and Budget, and the Attorney General's office.

Approval of Minutes
CIO James Collins asked if all the members received and reviewed the June 14, 2016 TIC meeting minutes and requested a motion to approve them. Mike Morton made a motion to approve the minutes, and Dave Bowman seconded the motion. With no opposition, the motion was carried, unanimous.

CIO Update ~ James Collins

Strategic Plan: CIO Collins reviewed the prior approved Strategic Plan with the council including:

- Vision: Improving the lives of Delawareans through advanced technologies that innovate government services
- Mission: We provide technology services and collaborative solutions for Delaware
- Core Values: Value people and their contributions; provide responsible stewardship; be a strong and collaborative business partner; innovate!
- Strategic Goals
  - Accessible, Responsive and Mobile Government for Citizen Engagement
  - Responsible Stewardship and Collaborative Business Partner
  - Reliable, Secure, and Resilient Services
  - Cost-Effective and Innovative Enterprise Solutions
  - Skilled IT Workforce for Today and Tomorrow

Gov 2020 Session: In August 2016, leaders of DTI held a workshop, moderated by William D. Eggers, Executive Director, Deloitte Center for Government Insights, to consider the technology revolution and what it will mean for Delaware government in the year 2020.

- Technology trends from Gov2020… Each driver represents a shift that impacts the future of the public sector.
  - Demographic factors like aging, rapid urbanization and the rise of global citizen create ripples of change in 2020
  - Economic from digital currencies to growing emerging markets, represent a host of economic factors shaping 2020
  - Societal in that society adapts to the positive and negative effects of a hyper connected, digital lifestyle
  - Technology:
    - Digital – rapid advances in social, mobile, analytics and cloud technologies take computing to the next level
    - Exponential - fast-evolving technologies represent unprecedented opportunities as well as existential threats. Don't get caught unaware
    - Cyber Physical Systems – In 2020 computers evolve into connected systems that sense, monitor, and control human and physical environments
- Trend Categories: These trends represent the overall shifts that are likely—or at least possible—in 2020 and their manifestations across these categorical domains. The trends are driven by the associated drivers of change.
  - Mega shifts – new approach to service delivery. The impact of these meta-level trends, driven by broader societal, economic and technological shifts, will be felt across government 2020. Government as solution enabler, distributed governance models, personalized service delivery, data-driven decision making, and funding models that go beyond taxation exemplify a few of these big cross-cutting shifts.
  - Defense – upsurge in cyber-warfare makes it increasingly difficult to distinguish between actions among terrorists, organized criminals, fringe movements, nation states, and teenage hackers. Big data analytics takes center stage as intelligence and surveillance become the key defense requirement in 2020.

- Education – the classroom of 2020 - Virtual learning, digitization and augmented reality make obsolete our old definitions of a classroom in 2020. Unbundled, personalized, and dynamic education is the new normal.
- Health Care – pervasiveness - Two words describe the dominant 2020 health care trend: healthcare everywhere. Mobile health applications, telemedicine, health, remote monitoring, and ingestible sensors generate rich streams of data, allowing doctors and patients themselves to track every heartbeat, sneeze or symptom in real time.
- Human Services – customized, data driven and technology infused, continually redefined by new possibilities. Behavioral psychology and economics play a larger role in designing successful interventions; virtual check-ins complement in-person interactions.
- Energy and Environment – center on three Cs – connect, collaborate, co-exist, as rapid urbanization fuels innovation and the quest for sustainable and resilient cities.
- Law and Justice – innovative new methods and technologies to protect public safety and rehabilitate offenders. As crime becomes more high-tech in 2020, so does policing: drones act as eyes in the sky, while crime-prevention officers on the ground use wearable computing, facial-recognition and predictive video to fight crime and protect public safety.
- Transpiration – as much about bits and bytes as the physical infrastructure on which we walk, bike, drive, and ride. Sensor-powered dynamic pricing, mobile-enabled collaborative transport models like ridesharing, and social transport apps help tackle traffic congestion in major urban corridors.

CAI Strategic Partner: Phil Weinzimer, author of The Strategic CIO, led a highly-interactive workshop based on his extensive research exploring how CIOs and IT teams collaborate as part of business teams to successfully transform IT organizations from a techno-centric cost center into a business focused organization.

Key Themes and Activities:
- Leverage information and technology for competitive advantage using a four-phase transformation and collaborative methodology
- Assess, measure, and improve the strategic maturity
- Partner with business teams to identify opportunities that achieve significant outcomes by leveraging IT for competitive advantage
- Identify, assess, and measure the maturity of the key business skills IT personnel need to exhibit to effectively collaborate with business peers

Other agency attendees:
- GIC - Dana Rohrbough
- DelDOT - Li Wen Lin
- DOE - Greg Hughes
- DHSS – Midge Holland
- DOC – Phillip Winder
- Courts – Dale Matthews
- LegHall – Janet Roberson
- DTI - Senior Staff and Team Leaders

Business Case Process ~ Bob Rhodes
- Business Case Simplification
  - Migration from PlanView to ServiceNow
  - Current process is very complex and time consuming
  - Developed a process that is intended to quickly evaluate the feasibility of an idea or solution
  - Separated the Business Case from the Project
  - Removed the iTIC
  - Moved ARB review out of the Business Case and into the Project
  - ROM estimate has been removed
  - Solutions Review has been expanded
  - Implementation expected in November
  - TIC will have an expanded portfolio review to have a better understanding of projects in flight

Major Projects Review~ Bob Rhodes: Bob Rhodes provided a brief overview of Major Projects:
- DELIS
- DSHS DivCommMotorola Tech Refresh 800Mhz
- DHSS Delaware Medicaid Enter prose System (DMES)
- DHSS-Eligibility Modernization, including HBE (Health Benefit Exchange)
- DSCYF-FOCUS, (family and child tracking system)
- DOE-Replacement Identity System (EdAccess)
- DelDOT Deployment of Virtual Weigh Stations
- DelDOT/DTCCAD/AVL Replacement
- DSHS Statewide New World CAD
- Next Generation 911 Intrado
- OMB eProcurement Online Portal

Open Data Update ~ Bob Rhodes
An update was provided for the Open Data Portal. Data included in the initial launch of the portal covers areas such as air quality, environmental releases, state contracts, licensed child care providers, births and deaths, cancer incidence and mortality, restaurant inspections, school profiles, student demographics, student performance, student preparation, library usage, professional licensees and disciplinary actions, traffic counts, transportation infrastructure, and state expenditures. Expansion of the portal will be ongoing as well as engagement with the public and civic tech groups. The Portal Launch is October 19th with a press event with the Governor in Wilmington.

Secure Delaware Workshop ~ Elayne Starkey
The seventh annual Secure Delaware Workshop was held on 9/17/16 at Dover Downs. Approximately 300 people attended this annual full day workshop that provided updates on cyber and information security to industry professionals from the private & public sector. The goal was to offer engaging sessions from the leading experts in the industry to minimize cyber risks, increase cyber hygiene and enhance cyber resiliency. Funding was provided by grants and vendor sponsorship.

CIO Thomas M. Jarrett Scholarship award ~ was presented to Elayne Starkey

Operations Update ~ Parthiban Jayaraman

K12 Fiber:

- A bid solicitation to connect fiber to 223 School buildings was conducted through the eRate program.
- 54 sites will be connected at lower monthly cost than the current TLS rate.
- Hub sites are being used to reduce fiber mileage cost
- Any eRate discounts contribute to funding additional k12 Internet service capacity and fiber optic connections.
- All school districts are funding increased TLS capacity at 3 or more schools within their district.
- K12 Internet needs have increased by just under 1000% in the past 24 months.

Data Center Update ~ Parthiban Jayaraman:

Efforts are underway to standardize all mission critical data center infrastructure and build sustainable support models. Data Center assessments were commissioned to provide baseline information and identify risks. The IT Facilities & Infrastructure Team was established to provide governance and support for the enterprise data centers. Automation solutions were implemented to eliminate manual tasks. A full review of operational processes and procedures was completed to ensure timely and consistent reactions to incidents, as well as providing a foundation for a cross training program that has added depth and resiliency to the operations staff.

- BIGGS:
  - Replace Computer Room Air Conditioning (CRAC) Units.
  - Address non-redundant wiring of circuits to equipment racks.
  - Optimize air flow & cable management.
  - Improve site monitoring, leveraging Data Center Infrastructure Management (DCIM) tool.
  - Implement improved asset management processes and metrics.
  - Implement additional standards, policies, procedures, and checklists required to ensure data center stability and operational effectiveness.
- TMC:
  - Right-size electrical and mechanical systems to IT load.
  - Address non-redundant wiring of circuits to equipment racks.
  - Address CRAC redundancy and optimize air flow.
  - Optimize cable management.
  - Improve site monitoring, leveraging Data Center Infrastructure Management (DCIM) tool.
  - Implement improved asset management processes and metrics.
  - Implement additional standards, policies, procedures, and checklists required to ensure data center stability and operational effectiveness.
- WILLIAM PENN:
  - Provide redundant power train for the data center.
  - Replace/decommission infrastructure beyond useful life expectancy.
  - Address non-redundant wiring of circuits to equipment racks.
  - Address CRAC redundancy and optimize air flow.

- o Optimize cable management.
- o Improve site monitoring, leveraging Data Center Infrastructure Management (DCIM) tool.
- o Implement improved asset management processes and metrics.
- o Implement additional standards, policies, procedures, and checklists required to ensure data center stability and operational effectiveness.
- o Cross-training for front-line operations team.

24/7 Technical Support ~ Parthiban Jayaraman: DTI has moved to an onsite 24/7 support model. The decision was made to have DTI provide 24/7 support instead of using the CAI contractors.

DTI has the dynamics to anticipate a special event, such as "go-live" and the ability to "push" calls to staff at home should the need arise.

Broadband ~ Mike Hojnicki: There are 3 pilot projects to improve internet access to towns and rural communities in Seaford, Marydel and Rehoboth

The Next Meeting Date is 12/13/16

Public Comment
There was not any comment from the public.

Adjournment ~ James Collins
With no further business to be conducted, Dean Stotler made the motion to adjourn, and Dale Matthews seconded the motion. With no opposition, the motion was carried, unanimous. The meeting was adjourned at approximately 10:37 am.

Respectfully submitted,
Sharon Seifert